

Hiring a Team of A-Players

Introduction

1. On a scale of 1-10 (high) how would you rate yourself as a talent recruiter? _____
 - a. What do you think you do well?

 - b. What don't you think you do well?

2. In general, most small business owners/entrepreneurs are terrible at hiring. According to Topgrading, "Most companies successfully hire high performers only ___% of the time." So why do you think that is?

3. Here are a few of the more common reasons
 - a. They've never been _____ in how to hire well
 - b. They tend to hire and " _____ " it'll all work out
 - c. They tend to _____ what they've seen other bosses do
 - d. They tend to get too _____ and just want to get the task done
 - e. They're often way too _____ of other people
 - f. They tend to focus on the _____ more than the _____
 - g. They don't have a process that they religiously hold on to for each hire
 - h. Other: _____

4. That said, there are few levers more important to the success of your business than _____ great people

5. Remember, leadership is about producing results through other people. So, the better you do at hiring, the better your _____, the better your _____.

6. Finally, there are several key benefits to becoming great at hiring A-players
 - a. You save yourself a lot of time and grief because _____% of managing is hiring right
 - b. You create more freedom and less overwhelm for yourself
 - c. You create more space for you to work " _____ " your business instead of just "in" it
 - d. You can scale your business faster
 - e. You can improve both efficiency and effectiveness

- f. You can save yourself a lot of money
 - i. The average mis-hire costs between 2-5X their salary. How can this be?
 - ii. Add up all the costs—like the cost of time invested in the original and then the follow up interview process, recruiting fees, travel costs, relocation, base salary, benefits, severance, administrative costs, disruption costs, training costs (including the time of your trainers), opportunity costs (especially lost revenue), coaching hours, your time, etc. When you add up all of those costs, you get to 2-5X a person's salary.

I. Design a Great Overall Recruiting Process

1. See the BizScalers 12-Step Hiring Process Diagram
 - a. Position Validation
 - b. Position Sourcing
 - c. Position Description
 - d. Position Marketing
 - e. Resume Filtering
 - f. Screening Test
 - g. Top Candidate Interviews
 - h. Background and Reference Checks
 - i. Decision and Package Choice
 - j. Offer Made
 - k. Offer Accepted
 - l. New Employee Onboarding

II Write a Killer Job Description

1. How many of the current jobs in your company have up-to-date functional job descriptions, including your position? ____ Divide that number by the total number of positions to determine what percentage of your employees have up-to-date functional job descriptions? _____
2. Why you need to take the time to create (and update) job descriptions
 - a. The number one complaint most employees have is that they don't clearly know what's _____ of them (which correlates well to the primary frustration of owners and entrepreneurs that their people don't get done what they (the owner/entrepreneur) want done)
 - b. Well-written job descriptions clearly communicate the overall _____ each position should obtain (i.e., its purpose)
 - c. Well-written job descriptions clearly communicate what _____ and metrics an employee is expected to achieve
 - d. Well-written job descriptions clearly define expectations about job responsibilities
 - e. Well-written job descriptions clearly define _____ of communication and responsibilities
3. Use the BizScalers Position Description Clarification Process to help you answer the questions you need to answer before creating a job description or ad

4. How would you define an A-Player? What should you be looking for?

5. Use the BizScalers Job Description Template to create the final version of the job description for this position.

6. Have someone review your work to ensure clarity

III Conduct Great Tandem Interviews

1. Most business owners tend to conduct their interviews alone – make sure you avoid that moving forward. Two people interviewing in tandem is _____ a better option
 - a. Tandem interviews allow you to be focused on _____ questions while the second person records your interviewee's answers
 - b. We all have personal biases. Two people observing the same interview will _____ be more accurate than one person's perspective
 - c. The second person can fill in questions you might skip or not be aware of to ask (e.g., a follow up to their answer because your bias missed it)
 - d. Tandem interviews allow you to _____ afterwards with someone other than yourself

2. Interview best practices
 - a. Ask the _____ set of questions of every candidate in order to better evaluate each candidate against the other
 - b. Ask _____-ended questions that reveal their thinking and thought processes, not just simple rote answers
 - c. Ask questions that are job related (and don't open you or your company to lawsuit). You should only ask questions that are relevant to the hiring decision, nothing more
 - d. Stay focused and listen to their answers (i.e., don't just think about the next question)
 - e. Use short _____ to uncover more information (Why do you think that? Can you explain? Help me understand? What happened? Why did you come to that conclusion? Tell me more ...)
 - f. Put the candidate at ease. Fear and intimidation are not your friends. Your candidate is already nervous.
 - g. Avoid silly questions (e.g., "If you were a tree, what kind of tree would you be?")
 - h. Focus on results and _____ vs. feelings (e.g., "What evidence do you have of that?" or "Tell me about a time when?" vs. "How did you feel about that?")
 - i. Look for _____ fit and character, not just competency
 - j. Don't talk too much. Be Socrates (i.e., ask lots of questions).

- k. If someone is being vague or evasive, ask the question again or in another way. Don't give them an easy way out.

3. Avoid the following

- a. _____ - Don't make assumptions about people based on their gender, religion, race, accent, appearance, etc. without any evidence that your assumptions are correct. Note: virtually everyone does this
- b. _____ a strength or weakness
- c. Asking questions that open you up to _____ (Note: the following are simply starter questions. Make sure you create your own list of questions to avoid)
 - 1. How old are you? Note: this includes, "What year did you graduate?" or "You must be getting close to retirement age?"
 - 2. Do you have plans for having children?
 - 3. Do you have trouble finding sitters?
 - 4. How would you feel working for a woman?
 - 5. Do you have any disabilities?
 - 6. Are you in good health?
 - 7. Do you have any physical disabilities that would prevent you from certain kinds of jobs?
 - 8. How many days were you absent last year because of sickness?
 - 9. We have a lot of people of color working here, will that be a problem for you?
 - 10. Are you married?
 - 11. What church do you attend?
 - 12. Will you need any special religious holidays off?
 - 13. Do you own your own home?
 - 14. Have you ever filed for workman's comp?
 - 15. Have you ever been arrested?
 - 16. What country are you from?
 - 17. You mentioned your son has Leukaemia. Will that have an impact on your attendance?

4. Decide on Your Hiring Questions

- a. There is no _____ set of perfect job interview questions. Just the ones you use.
- b. In light of that, use the following list of questions to help you create your own list of standardized questions. Then test them out until you figure out which questions and which phraseology best fit you and your company – as well as help you uncover the information _____ need to _____ hire A-Players
 - 1. What were your key responsibilities?
 - 2. What results were achieved? How were they achieved?
 - 3. What were some of the mistakes you made in that job? What did you learn from them?
 - 4. What did you like the most and least about that job?
 - 5. If your boss were here right now, what would he/she say are your strengths and weaknesses? How would he/she evaluate your overall performance?
 - 6. What circumstances contributed to your leaving?

7. What is one of the most difficult problems you've ever had to face? How did you respond and deal with it?
 8. What kinds of work environments motivate you? Demotivate you?
 9. What did you learn about you in this job?
 10. What was one of your biggest successes in this job and why?
 11. How have you had to reinvent yourself during your career?
 12. How would your co-workers (or direct reports) describe working with you? (in terms of your strengths and weaknesses)
 13. Why do you want to work here?
 14. Tell me about your best and your worst bosses
 15. How would you describe your personality?
 16. What things really bug you?
 17. What are some of your core values?
- c. Next, you'll want to create a set of questions related to the actual tasks they'll be responsible for. For example:
1. "Let's role play a sales call" (or a customer service call)
 2. "It says here that you're familiar with MS Office, can you describe what that means to you?" You could even get more specific. For example, "When it comes to using Excel, do you know how to create a pivot table?"
- d. You might also want to add some questions about your _____. For example, if excellence is one of your core values, "Can you define for me what excellence means to you and then give me a tangible example of how you've demonstrated that?"

Note: Whatever list of questions you come up with, make sure you ask them of every candidate and of every job. Why? Because you're looking patterns to emerge. That's the key.

5. Conduct the interviews

- a. Remember to do tandem interviews (not one-on-one interviews)
- b. Have them meet with other people from your team in "informal conversations." Remember _____ fit and chemistry matter on teams
- c. Depending on the position, you might need to have multiple interviews or go through multiple rounds of interviews
- d. As mentioned earlier, you might also want to do a shorter screening interview with your top 5-10 candidates before deciding on your top 2-3 candidates for the full interview

- e. Under each "C" determine how you're going to evaluate that part of the rubric
 - f. Get feedback from everyone who met with or interviewed your candidate(s)
6. Trust your _____. Hiring well is both art and science. If your gut says "No" or gives you pause, listen to it. The number of people who've not listened to their gut and hired someone they later regretted hiring is huge. You do not have to pay this dumb tax.
 7. Hire the best talent you can for each position

"If you hire people smaller than you, you will have a company of midgets. If you hire people bigger than you, you will have a company of giants." - David Ogilvy
 8. Be careful about hiring people from businesses that are significantly _____ than your business (i.e., someone from a Fortune 100 company when you have only 10 employees). It's usually wiser to hire someone from a company that's just a little bit bigger (e.g., 20-50 employees).
 9. Google uses a question worth considering, "Do you believe this person is better than ____% of our current employees?"
 10. On designing pay packages, my only recommendation is that you choose to pay your people well (i.e., be _____ and pay above the national average for that position)
 - a. If you want A-Players, pay for A-Players. If you want C-Players, pay for C-Players. It's your choice
 - b. It almost always pays to pay for better talent. They usually require less oversight, they get more work done at a higher level, they think at a higher level, etc.
 - c. If you want to build a great business, you always want to design it so that everyone wins (not just you). Plus, you earn their respect and allegiance by being generous.
 - d. As an owner, you have a responsibility to take good care of your employees